



2004
Harvard University's

Town Gown Report

for the
City of Cambridge

Submitted by:
Harvard Planning + Allston Initiative

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I. EXISTING CONDITIONS

A. FACULTY AND STAFF

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

Harvard is the largest employer in the City of Cambridge, providing a stable base of employment for Cambridge residents. Over 3,000 Cambridge residents are employed by Harvard in Cambridge facilities and over 600 Cambridge residents in Harvard facilities in Boston.

Institution Name: President and Fellows of Harvard College

Report for Time Period: Harvard's Town Gown Report is submitted for the 2003-2004 academic year. Unless otherwise noted, all data reflects spring 2004.

Date Submitted: December 17, 2004

	2002	2003	2004
Cambridge Based Staff			
Head Count	7,814	8,388	11,094 ¹
FTEs ²	7,225	6,970	8,788
Cambridge Based Faculty			
Head Count	1,719	2,253	1,525
FTEs ²	1,497	1,757	1,355
Number of Cambridge Residents Employed at Cambridge Facilities	3,044	3,600	3,670
Number of Cambridge Residents Employed at Boston Facilities	626	665	620

Ten-Year Projection:

Growth projections are influenced by many factors and no central University department has undertaken such projections for faculty and staff counts. However, the two largest schools in Cambridge, the Faculty of Arts and Sciences and the Law School, have made commitments to improve the student academic experience through a number of measures, including reduced class sizes. This will result in an increase in the number of faculty positions. It is likely that additional staff will be required to support these new faculty positions.

¹ Harvard continues to employ approximately the same number of staff and faculty this year as last year. However, staff counts appear to have increased significantly for two reasons. First, the University has implemented a new payroll system that now tracks certain sub-categories of staff employees who were not tracked in prior years. Secondly, some staff sub-categories were incorrectly classified in last year's report as faculty. This classification error also explains why faculty counts appear to have decreased significantly this year from last year.

² "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full-time position based on the number of hours worked per week.

I. EXISTING CONDITIONS

B. STUDENT BODY³

Please provide the following statistics about your Cambridge-based student body:

	2002	2003	2004
Total Undergraduate Students:	7,085	7,050	7,000
Day:	6,650	6,649	6,597
Evening:	435	401	403
Full Time:	6,831 (181)	6,822 (182)	6,767 (176)
Part Time:	254 (254)	228 (219)	233 (227)
Total Graduate Students:	8,887	8,895	9,139
Day:	8,261	8,224	8,463
Evening:	626	671	676
Full Time:	8,119 (177)	8,098 (148)	8,316 (140)
Part Time:	768 (449)	797 (523)	823 (536)
Total Non-degree Students:	4,819	5,328	5,062
Day:	(not requested)	383	304
Evening:	(not requested)	4,945	4,758
Total Number of Students in Cambridge:	20,791	21,273	21,201

Notes: Counts as of October 15, 2003; numbers in italics represent students in Extension School.

Ten-Year Projection:

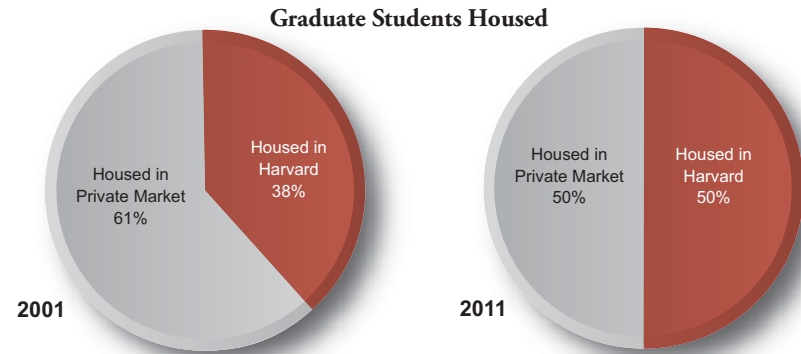
As is the case with faculty and staff counts, no central University department has undertaken projections regarding future student population. According to data compiled by the University's Institutional Research group, since 1996 Harvard's undergraduate student population has remained relatively stable at just over 6,500 students. The graduate student population has varied somewhat year to year with an increase of approximately 500 students since 1996. The Extension School population has experienced a gradual but steady increase of just over 200 students in the same time period.

³ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

I. EXISTING CONDITIONS

C. STUDENT RESIDENCES

As a residential college, Harvard offers well-maintained, academically and socially oriented housing to all undergraduates. Any undergraduates not accommodated in dormitories are offered housing in Harvard Real Estate Services' affiliated housing. Ninety-seven percent of undergraduates reside in these on campus facilities. Only 105 students, primarily non-traditional-age, reside in off-campus housing not owned by Harvard.



	2002	2003	2004
Number of Undergraduate Students Residing in Cambridge			
In dormitories	6,356	6,445	6,404
With cars garaged in Cambridge	69	113	128
In off-campus, affiliate housing	95	91 ⁴	82
In off-campus, non-affiliate housing ⁵	200	123	105

Number of Graduate Students Residing in Cambridge			
In dormitories	1,280	1,430	1,456
With cars garaged in Cambridge	185	174	172
In off-campus affiliate housing	1,214	1,081	1,268
In off-campus, non-affiliate housing	3,140	3,086	3,123

⁴ Due to a typographical error, last year's figure was incorrectly reported as 32. There were, in fact, 91 undergraduates living in affiliate housing in FY03.

⁵ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

In addition to housing nearly 100% of undergraduates, Harvard currently houses 40% of its graduate students. In 2001, the University established a 10-year goal of housing 50% of its graduate students in either dormitories or affiliated housing. At that time, Harvard provided housing for 38% of its graduate students (23% in dormitories and 15% in affiliated housing).

Harvard's housing stock is managed as a University-wide resource and numeric targets are based on considerations of the University community as a whole. The addition of 500 planned graduate student beds in the Riverside housing projects will allow the University to increase the number of students housed by 4.5%. Harvard is also planning to build 251 beds in the Fenway area of Boston. The combined impact of the Riverside and Fenway projects will enable the University to achieve the 50% goal well ahead of the targeted deadline.

I. EXISTING CONDITIONS

D. FACILITIES AND LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus.

	2002	2003	2004
Acres (Tax Exempt)	190	190	194
Acres (Taxable)	28	33	29 ⁶
Number of Buildings	301	301	302
Dormitories			
Number of Buildings	91	91	91
Number of Beds	8,320	7,933	7,950
Size of Buildings (gfa)	12.77M	12.94M	12.95M
Classroom	Not requested	Not requested	636,701
Lab/studio	Not requested	Not requested	2,125,015
Office	Not requested	Not requested	1,922,309
Library	Not requested	Not requested	1,177,675
Athletic	Not requested	Not requested	217,799
Assembly/museum	Not requested	Not requested	901,412
Support	Not requested	Not requested	562,316
Healthcare	Not requested	Not requested	78,850
Residential	Not requested	Not requested	5,065,588
Commercial	295,100	288,064	261,076

⁶ In 2003, Harvard purchased Blackstone Station as a taxable property, as reflected in the acreage; this year that property was re-classified to tax-exempt based on its institutional use. Additionally, the property at 153 Mount Auburn Street, which was donated to Harvard, was added to Harvard's tax-exempt property.

⁷ As reported on Tax Report ABC submitted to the City of Cambridge March 2004

Property Transfers: ⁷

Please list Cambridge properties purchased since filing your previous Town Gown Report:

None

(The property at 153 Mount Auburn Street was donated to Harvard)

Please list Cambridge properties sold since filing your previous Town Gown Report: **None**

Please describe any planned dispositions or acquisitions:

During the fourth quarter of 2004, Harvard will purchase a theatre unit in the Carr Foundation Arrow Street Condominium, located at Zero Arrow Street, which will be used by American Repertory Theatre, Harvard, and others for various productions and rehearsals.

I. EXISTING CONDITIONS

D. FACILITIES AND LAND OWNED (continued)

Parking:

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole and for each sub-area/precinct. Attach additional information as necessary.

Harvard University owns and maintains 4,536 non-commercial supporting parking spaces in the City of Cambridge. These spaces constitute the University parking inventory and are used to support the operations of the University and accommodate faculty, staff, student, and visitor parking. When Harvard submitted its Parking and Transportation Demand Management Plan, which was approved by the City of Cambridge in July 2003, we also provided a detailed inventory of Harvard's parking spaces that is updated annually each December.

Affiliate Housing: (do not include any information about dormitories in this table)

	2002	2003	2004
Tax-Exempt Affiliate Housing			
Number of Units	866	880	880
Number of Buildings	8	8	8
Taxable-Affiliate Housing			
Number of Units	889	749	766
Number of Buildings	49	52	52
Tax Exempt-Other Housing			
Number of Units	None	None	None
Number of Buildings	None	None	None
Taxable-Other Housing			
Number of Units	270	None	None
Number of Buildings	39	None	None

I. EXISTING CONDITIONS

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge.

Include the following for each lease: • street address • approximate area of property leased • use

Real Estate Leased by Harvard	Square Feet	Tenant	Use
One Bow Street	8,450	FAS	Office
3 Bow Street	3,855	Parking Office	Office
44R Brattle Street	8,417	GSE	Office
One Brattle Square	18,737	KSG	Office
50 Church Street	7,600	KSG	Office
17 Dunster Street	6,150	FAS	Office
155 Fawcett Street	3,500	FAS/ART	Office
155 Fawcett Street	34,000	FAS/ART	Warehouse
104 Mt. Auburn Street	19,616	Provost	Office
124 Mt. Auburn Street	34,350	KSG	Office
124 Mt. Auburn Street	20,874	OHR	Office
124 Mt. Auburn Street	16,899	HUDO	Office
124 Mt. Auburn Street	10,365	Law	Office
124 Mt. Auburn Street	9,765	GSE	Office
124 Mt. Auburn Street	2,499	SPH	Office
124 Mt. Auburn Street	698	G&CA	Office
125 Mt. Auburn Street	36,564	Law	Office
625 Massachusetts Avenue	70,762	FAS	Office
1100 Massachusetts Avenue	7,015	Provost	Office
1280 Massachusetts Avenue	7,483	HUL	Office
1408–1414 Massachusetts Avenue	50,000	FAS	Office
1430 Massachusetts Avenue	8,054	FAS	Office
10 Ware Street	1,750	UIS	Office
1 Story Street	6,125	DCE	Classroom
10 Appian Way	800	GSE	Office
25 Mt. Auburn Street	10,162	LASPAU	Office
One Kendall Square	27,000	HMS	Laboratory
77 Trowbridge Street	9,200	HPRE	Residential
320 Charles Street	9,762	HMS	Laboratory
Total:	450,452		

Harvard also leases approximately 300,000 SF of commercial and other retail space to a variety of non-University tenants who add to the vibrancy and vitality of Cambridge. This space is generally on the street level of buildings where the upper levels have institutional use.

I. EXISTING CONDITIONS

F. PAYMENTS TO CITY OF CAMBRIDGE⁸

	FY01	FY02	FY03	FY04
Total Payments	\$8,751,365	\$10,366,585	\$11,965,986	\$12,083,442
Real Estate Taxes Paid	\$4,322,501	\$4,612,776	\$4,475,919	\$5,090,960
Payments in Lieu of Taxes	\$1,618,138	\$1,725,286	\$1,807,269	\$1,772,264 ⁹
Water and Sewer Fees Paid	\$2,493,127	\$3,141,148	\$4,759,736 ¹⁰	\$4,612,894
Other Fees and Permits Paid	\$317,599	\$887,375	\$923,062	\$ 607,324

⁸ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.

⁹ The Cambridge 1990 PILOT Agreement is revenue driven. Because 29 Garden Street was off-line, a credit for that property was allowed in the FY04 PILOT calculations.

¹⁰ This is an updated, corrected amount.

Ten-Year Projection:

Future PILOT payments will be determined by renewal of the existing PILOT agreement between City of Cambridge and Harvard University. Other future payments to the City cannot be projected.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- Employ a planning horizon of ten years;
- How do you see your campus evolving to address your institution's strategic goals and objectives;
- Describe the goals and needs that you address through your plans;
- Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);
- Identify future development sites on your campus (coordinate with Map 4 in Section IV);
- Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;
- Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and significant impacts that might result (e. g., loss or relocation of retail space, etc.).

II. FUTURE PLANS NARRATIVE

A. DRIVERS OF UNIVERSITY GROWTH

Harvard's physical plans are driven by the University's teaching and research mission. The University is beginning the first major review of the undergraduate curriculum in nearly 30 years. The proposals that emerge from this curricular and academic planning will affect all future physical planning.

Harvard also exists in the broader community of its host cities and recognizes that University planning has an impact on those communities. Planned new development in support of the University's teaching and research mission must be responsive to the existing pattern of development, in particular the transitions to adjacent residential neighborhoods.

Interdisciplinary pursuits in the sciences

It is Harvard's intent to maintain excellence in the basic sciences far into the future. Maintaining this excellence requires flexibly designed space to support collaborative research and teaching and to accommodate advances in technology, changing disciplinary boundaries, and emerging fields. It is essential that Harvard be able to translate scientific discovery into technologies, therapies, and clinical interventions. All four campuses - Cambridge, Allston, Longwood Area, and Arnold Arboretum - will be locations for cutting-edge work in the sciences and technology.

Improved undergraduate student experience

To maintain Harvard's competitiveness with comparable universities, Harvard is planning improved academic environments and amenities. Lower faculty/student ratios will require creation of new and reconfigured classrooms and additional offices for faculty and staff. Classrooms also need to incorporate new technologies in support of teaching. Many student life activities are housed in inadequate space and there is a need for additional student social space.

Housing for Harvard affiliates in the community

Historically, Harvard's leaders have promoted a residential community as the ideal medium for achieving the University's mission of teaching and research. A residential community promotes scholarly interchange and learning beyond the classroom and enables students to partake fully in the intellectual and local community. Harvard has established a goal of housing at least 50% of its graduate, professional, and medical students. Harvard's development of new residential facilities will be beneficial to the larger Cambridge community, as it will take pressure off of the private housing market and lead to increases in the availability of housing for local residents.

Professional schools

Harvard's eight graduate schools represent a vital component of the University's overall mission. The world needs, and will continue to need, outstanding ministers, lawyers, doctors, and educators. Harvard's professional schools will play an important role in educating these new generations of leaders and will contribute to the creation of new understanding, and to the growth and development of effective action in the world. Harvard is exploring three potential models to maintain and improve excellence in its graduate school programs: one that enables Schools to pursue a more robust portfolio of executive programs; one focused on the principles and practice of leadership; and one that uses issues leaders face in society as a framework within which to generate collaborative work, programs, and conferences. The direction of future physical planning will be determined by these programmatic goals.

II. FUTURE PLANS NARRATIVE

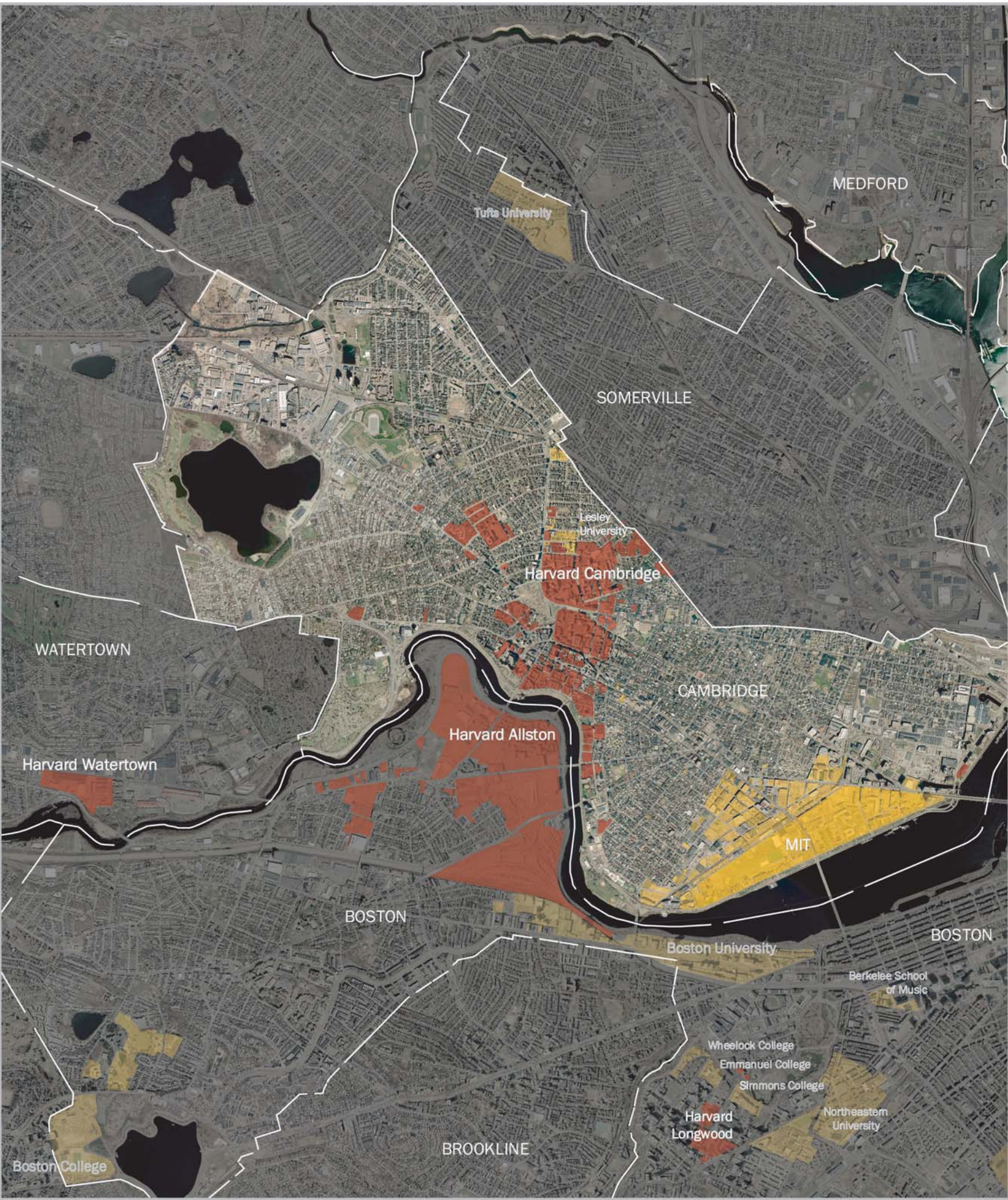
B. PLANNING CONTEXT

As Harvard faces a period of growth and change, it is important for planning to proceed on the basis of understanding the varied patterns that make up the campus' existing physical fabric. Harvard University's main campus is located in Cambridge. Other campuses – the Business School in Allston, the Longwood Area, the Arboretum, the Arsenal property in Watertown, the campuses in Southborough, Concord, Carlisle, Bedford, Phillipston, Petersham, Royalston, and Hamilton - have been developed over the years with specific functions within the overall University mission and are related in many ways to the core campus. The seven maps¹ that follow focus on the Cambridge campus:

- Harvard and the Regional Scale
- Land Use
- Harvard's Administrative Structure
- Open Space
- Transportation
- Historic Resources
- Harvard by Architect

The information on the maps is intended to provide a framework for understanding the Cambridge campus as a whole and to help shape, but not define, future planning efforts. They provide the context for the “Projects in Planning” descriptions in the next section.

¹ These maps are from the University publication [Harvard Patterns](#), which can be reviewed in full on the Physical Planning page of the HP+AI website (www.hpai.harvard.edu). [Harvard Patterns](#) was published in January 2002. Land and building ownership in Cambridge has been updated; land and building ownership in Boston is shown as it was at publication.



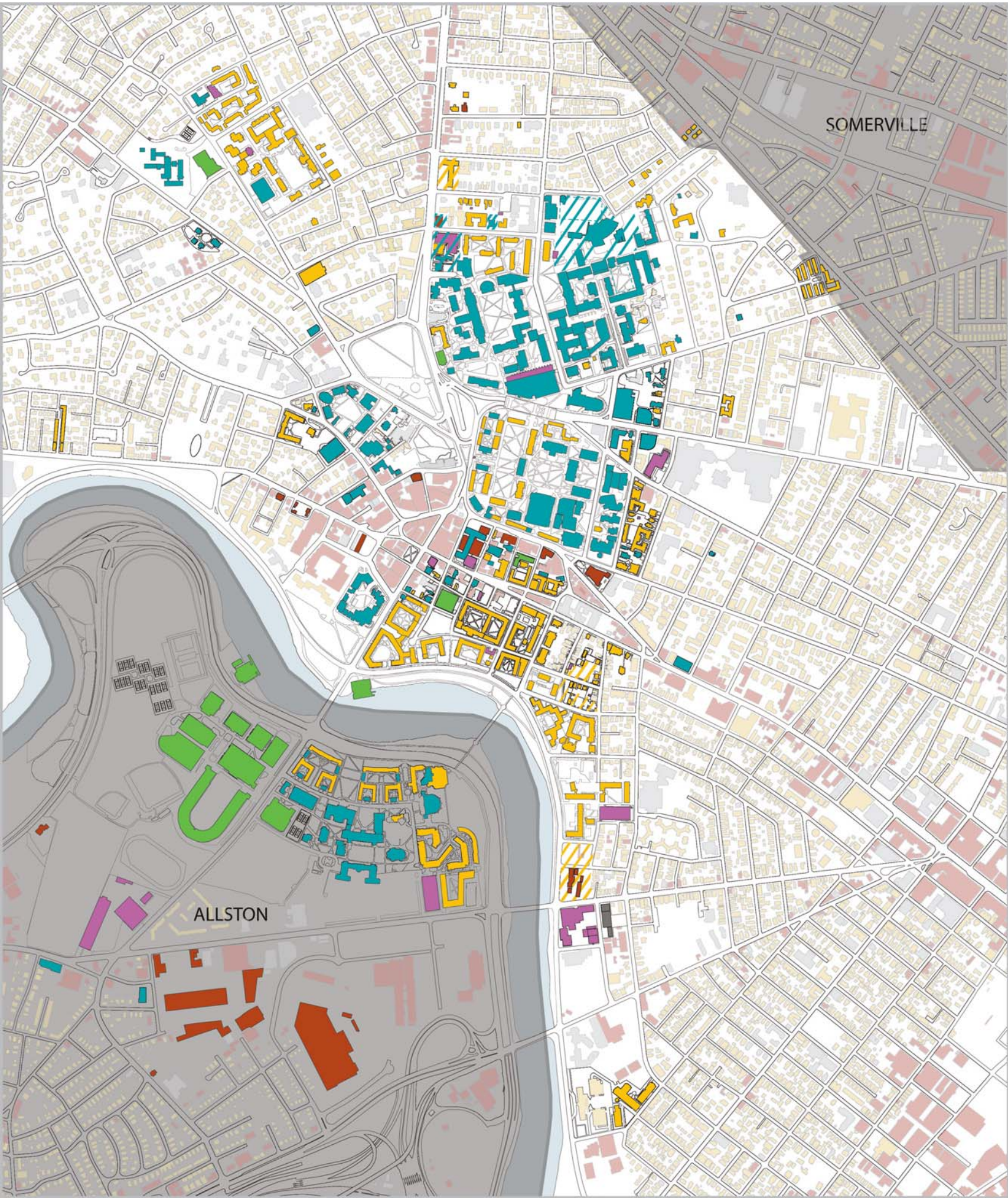
Map 2.1 REGIONAL SCALE

Harvard’s real estate encompasses five non-contiguous campuses in three different municipalities. Like other key institutions in the Boston metropolitan area, Harvard is located within mature urban neighborhoods. In addition, Harvard, MIT and Boston University are adjacent to the Charles River.

LEGEND

Institutional Land Holdings

- Harvard University
- Other Colleges
- City Boundaries



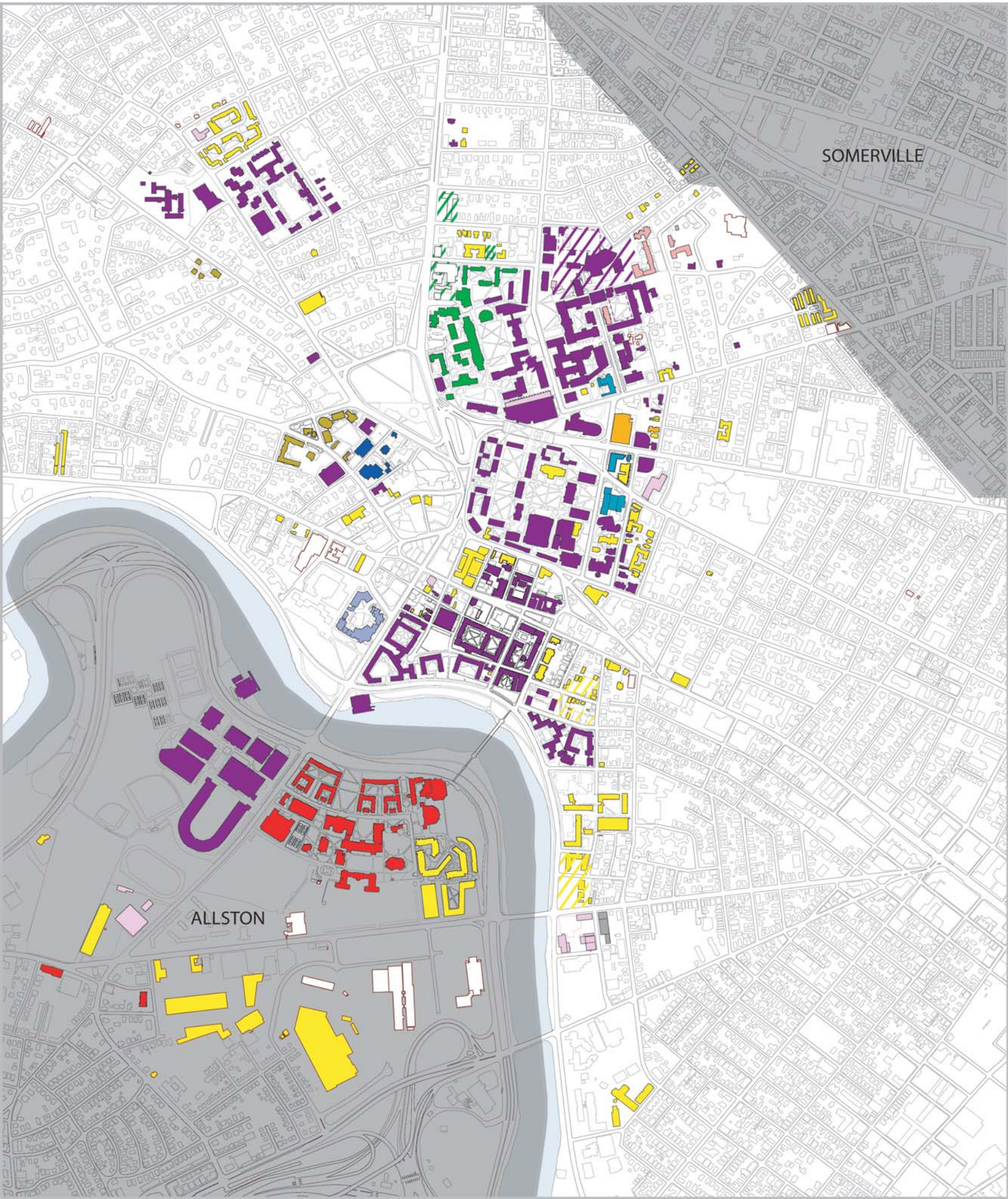
Map 2.2 LAND USE

Harvard is an urban campus where University and urban land uses intermingle, largely at the campus edges where most residential and commercial University functions are located. Innovative planning and design can minimize impacts and enhance opportunities at these campus edges. Appropriate density and height, adequate open space and sensitive architectural design are tools to create positive transitions between institutional and non-institutional uses.

LEGEND

Building by Primary Use

Academic/Administration	Academic/Administrative Planning
Harvard Commercial	Harvard Residential Planning
Non-Harvard Commercial	
Non-Harvard Institutional	
Harvard Residential	
Non-Harvard Residential	
Athletic	
Parking/Service and Support	
Community Housing/Turnkey	



Map 2.3 ADMINISTRATIVE STRUCTURE

Harvard has a long-standing tradition of decentralized planning. Different schools and administrative entities have historically managed their own physical assets. As we move into the future, planning across school boundaries is becoming critical for optimizing University and City resources.

Note: Harvard Medical School is not listed because it does not occupy buildings in the Cambridge or Allston campus.

LEGEND

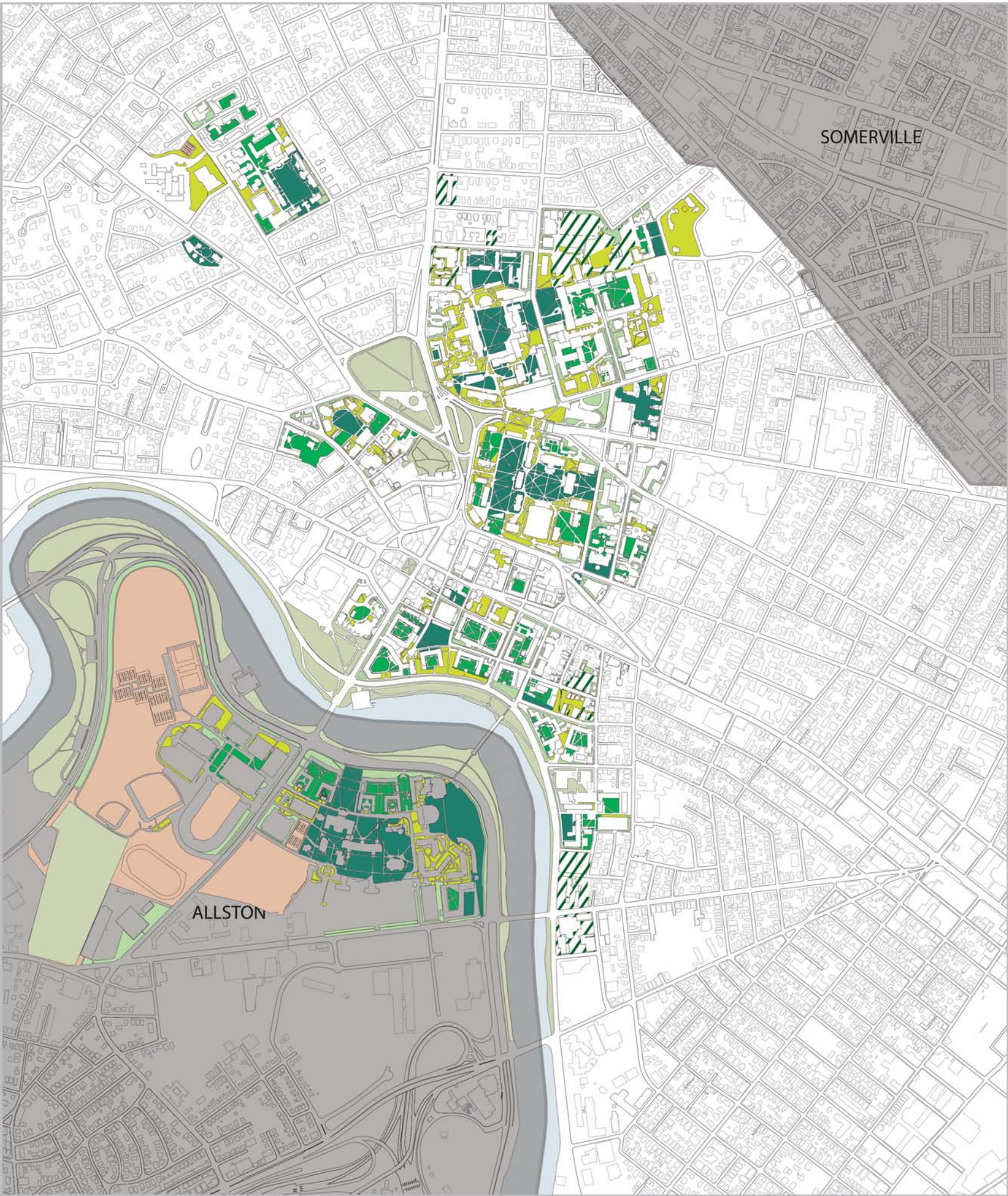
Building Affiliation

Faculties

- Faculty of Arts & Sciences
- Graduate School of Design
- Graduate School of Education
- Harvard Business School
- Harvard Divinity School
- Harvard Law School
- Kennedy School of Government
- Radcliffe Institute
- School of Public Health

Non-Faculty

- Harvard University Art Museums
- University - General
- Harvard Real Estate Services
- Non-Harvard buildings on Harvard Land
- Faculty of Arts & Sciences Planning
- Harvard Law School Planning
- Harvard Real Estate Svcs Planning

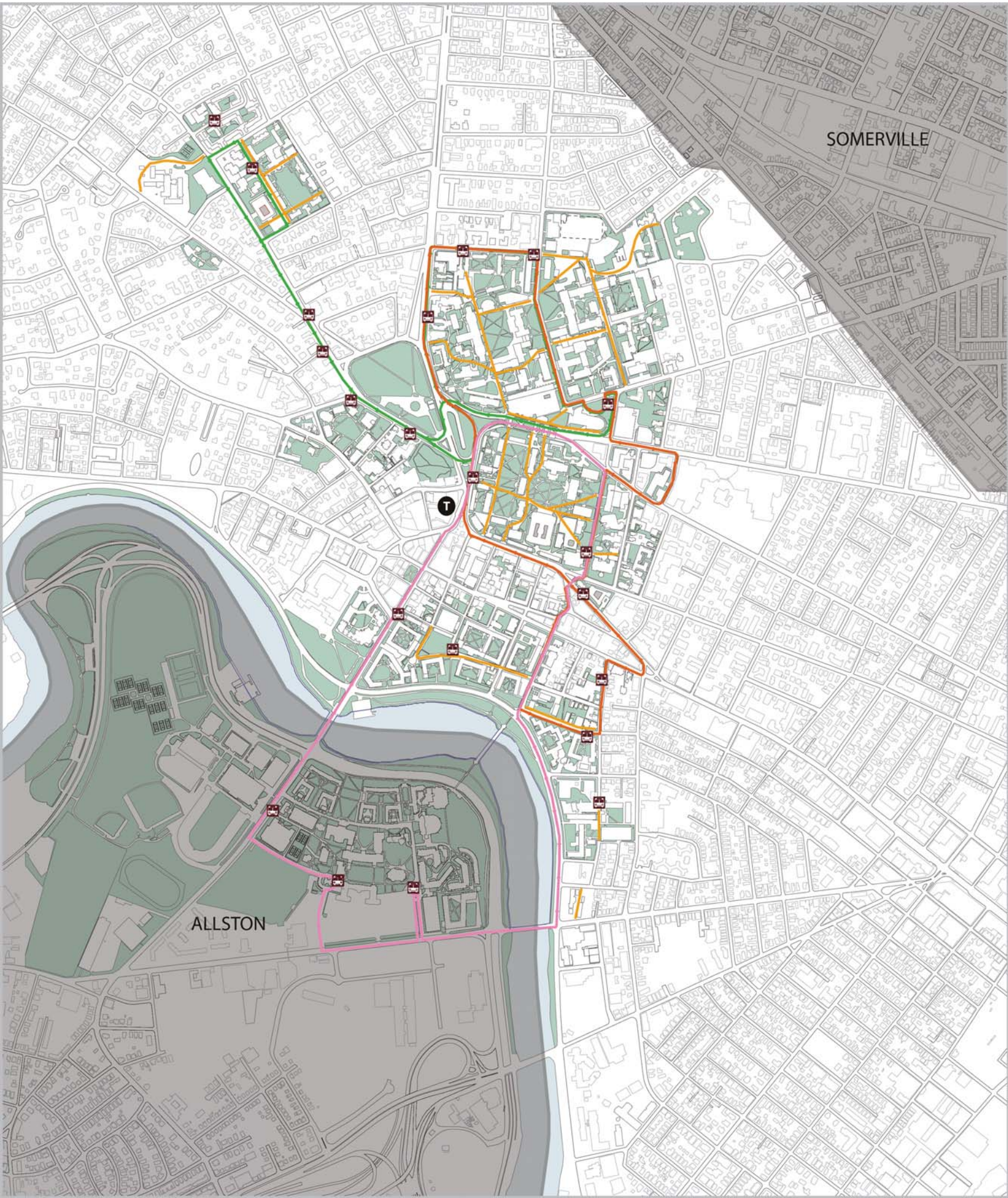


Map 2.4 OPEN SPACE

Harvard's open space in Cambridge is comprised of a diverse collection of quadrangles, courtyards, gardens and pathways that provide the physical core and structure to the campus. This open space network connects to the city street system and contributes to the creation of a vibrant pedestrian-oriented environment shared by city residents and the campus community.

LEGEND

- Yards/Greens
- Gardens/Courts
- Interstitial Areas
- Frontages
- Athletic Fields
- Publicly Owned Open Space
- Future/Improved open Space



Map 2.5 TRANSPORTATION

Harvard in Cambridge is primarily a pedestrian campus. Harvard’s shuttle system and the public transit system connect the Cambridge campus with the other Harvard campuses and affiliate institutes. This extended network decreases the University population’s reliance on the automobile.


LEGEND

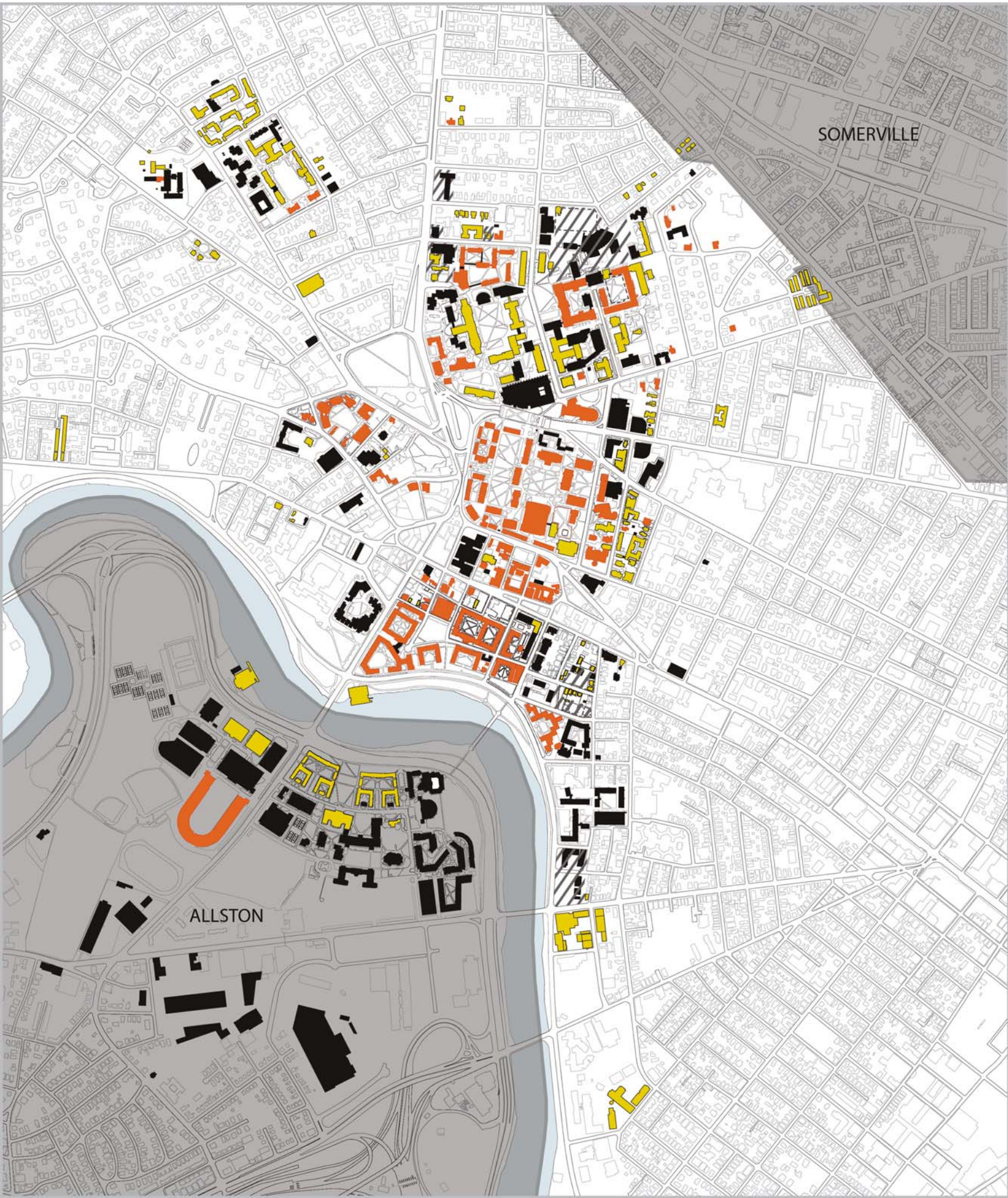
Pedestrian Routes

- Campus Pathways

Basic Shuttle Routes

- Currier House - Memorial Hall via Harvard Square
- Mather House - Memorial Hall via Harvard Square
- Soldier Field Park - Business School - Harvard Square

 Shuttle



Map 2.6 HISTORIC RESOURCES

Harvard is the oldest university in North America. Many of Harvard's buildings have historic designations. These historic buildings present great opportunities for the preservation and enhancement of the unique character of Harvard. Harvard's historic buildings also contribute to the urban design character of the City.

Harvard Buildings with Historic Designations

Local Historic Landmark

National Historic Landmark

National Register District (Contributing Buildings Only)

National Register Determination of Eligibility

National Register Individual Property

Preservation Restriction

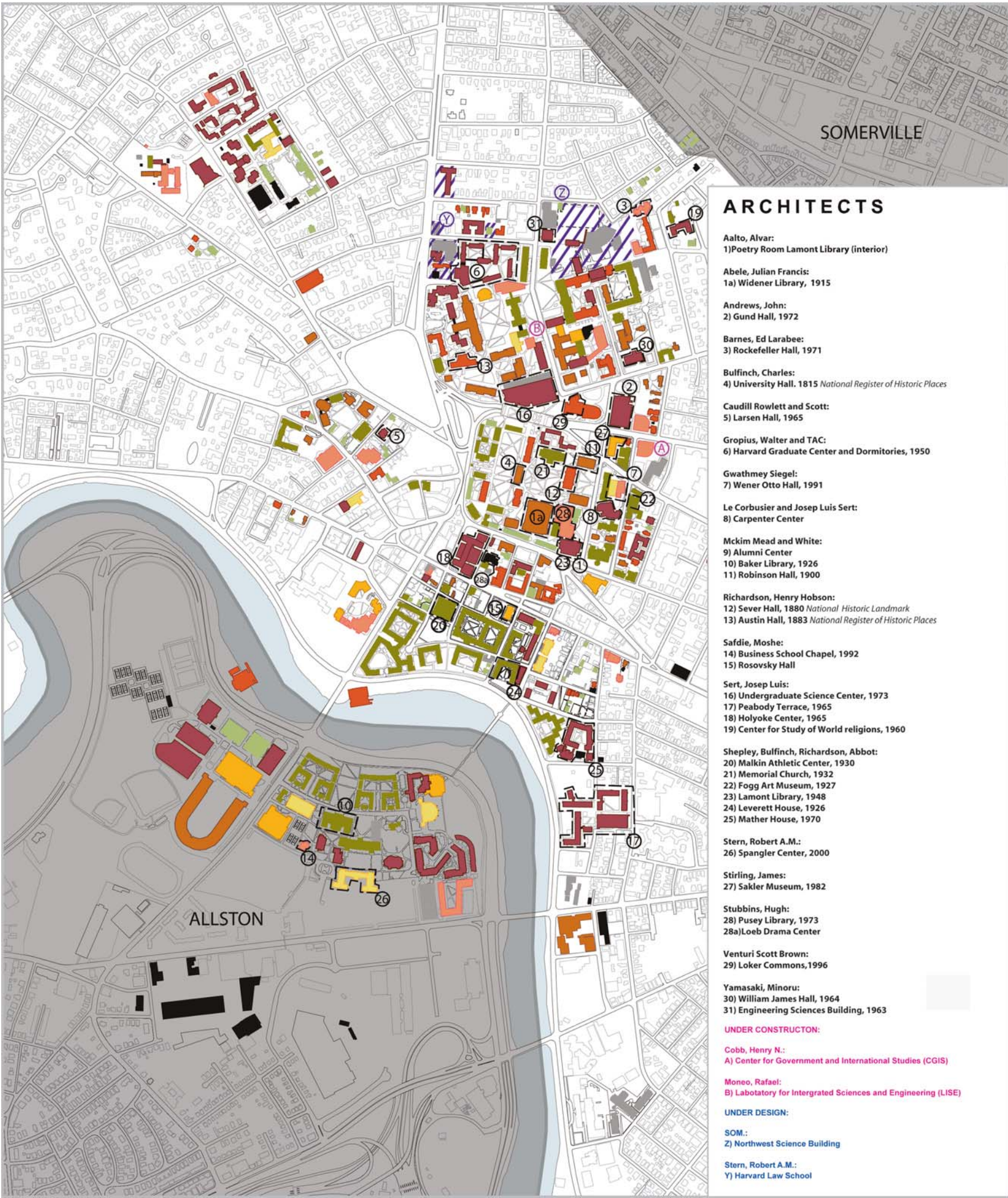
Harvard Buildings without Historic Designations

Building Over 50 Years of Age

Building Under 50 Years of Age

Development

Proposed Area for Development



Map 2.7 HARVARD BY ARCHITECT

Harvard has a long-standing commitment to design excellence demonstrated by the large number of buildings designed by “famous” architects. The design innovation implied with architect selection often involves risk-taking.

Primary Style

- Colonial/Colonial Revival
- Georgian/Georgian Revival
- Neoclassicism
- Romantic Revival
- Modernism
- New Modernism
- Post Modernism
- New Historicism
- Other/Unclassified
- No Data

/// Under Design by “Famous Architects”

II. FUTURE PLANS NARRATIVE

C. PLANNING OPPORTUNITIES

Cambridge

To achieve its academic mission, meet societal needs, and maintain preeminence, Harvard University must continue to grow. Some of this growth will occur in renovations and new buildings designed to alleviate current overcrowded and outdated facilities. Other projects will support the University's commitment to expand into new areas of knowledge, especially in the sciences.

The North Campus contains the most significant portion of Harvard's remaining development potential for academic growth and the University has embarked on a comprehensive planning process for this area. At the same time, housing is also a critical component of Harvard's academic program. Harvard's institutional uses in the Riverside neighborhood have traditionally been residential, and the availability of conveniently located and well-designed housing in this neighborhood enables the University to attract world-class faculty and to draw the highest caliber students from around the world.

Where possible, new construction in Cambridge is focused within the existing campus rather than at the edges such as the FAS science buildings: Laboratory for Interface Science and Engineering ("LISE"); the Biological Research Infrastructure ("BRI"); and the proposed Northwest Science Building. Where new projects must be located at the edge of the campus, they are designed to be responsive to the existing pattern of development and treat University edges with attention to the concerns of neighbors. Where possible, new buildings are designed and oriented on the campus to be consistent with the established streetscape and building heights and setbacks provide suitable transition to adjacent residential areas. These principles guided

the design of the affiliate housing at Banks/Cowperthwaite and Memorial Drive and will be used to guide the design of future Law School development.

The University looks for opportunities to enhance and expand open space by concealing parking facilities underground. The graduate student housing in the Banks/Cowperthwaite and Memorial Drive area will benefit from such underground parking facilities and associated landscaping. Campus space previously underutilized as unattractive surface parking is thus made available for academic and related structures. Current examples are the Northwest Science building, which will be constructed over the Oxford Street garage, and the under-grounding of the Everett Street garage, which will create the development site for the Law School's proposed future development.

To the extent feasible, Harvard designs projects that preserve and enhance the existing historic and urban environment and encourage pedestrian traffic. The new building at 90 Mount Auburn Street is designed to be pedestrian and bicycle-friendly, with active ground floor uses provided. The Hilles Library reuse; the inter-flooring infill at the Quadrangle Athletic Center; the Blackstone Station renovations; and the addition to the Hasty Pudding theater are examples where the University has utilized existing facilities through conversion rather than construction of new structures. In this way, facilities are expanded while preserving historic buildings and respecting historic context. All buildings are planned to mitigate adverse environmental impacts, especially in the design of rooftop and other mechanicals, outdoor trash storage areas, and loading docks. Finally, the University is committed to excellence in design in the choice of architects for all of its building projects.

II. FUTURE PLANS NARRATIVE

C. PLANNING OPPORTUNITIES (continued)

Allston

The same commitment to excellence will guide the University's planning in Allston. Last year, Harvard convened more than 70 faculty members, students, and staff to participate in a group of task forces (Allston Life, Professional Schools, Science and Technology, and Undergraduate Life) that considered the University's academic and other programmatic aspirations for future development in Allston. The reports from the Allston task forces presented preliminary programmatic options, and will be a valuable foundation upon which the University can begin to develop a physical framework to guide its future plans. (The reports are available online at www.allston.harvard.edu.)

While the task forces were developing preliminary programmatic options, a group of faculty and administrators worked to identify a planning firm to develop a coherent and imaginative set of physical scenarios for Harvard's future presence in Allston. Because this is a planning—not a building or design—phase, the University focused on leading firms that have had solid planning experience, and narrowed the list of respondents to four respected firms. The University selected Cooper, Robertson & Partners as the lead planning firm for this next phase of Allston physical planning. Urbanist/architect Frank Gehry, landscape architect Laurie Olin, and the transportation planning firm of Vanasse Hangen Brustlin augment the Cooper team. The team will add value to the planning process, bringing experience with complex large-scale projects in urban settings, and ideas that balance creative vision with a strong sense of practicality.

In the coming year, the Cooper team will be informed by the ideas and perspectives of the academic task forces and other key University groups, while also engaging Harvard's Allston neighbors and city and state officials in cooperative discussions. The aim will be to ensure that the University's evolving physical plans for Allston are carefully aligned with the University's programmatic priorities and needs, and with the well-being of its neighbors.

The University, the City of Boston and the Allston community are also completing a two-year collaborative planning process entitled the North Allston Neighborhood Strategic Plan ("NANSP"), which lays out a shared vision for the future of the neighborhood and the Allston campus. The NANSP and the Cooper Robertson planning project will, together, form the basis for Harvard's Institutional Master Plan that will describe and assess the impact of its development plans for Allston.

MAP 2.8 Projects in Planning



● Projects

- 1 Northwest Science Building
- 2 Law School Feasibility Study buildings
- 3 Affiliate Housing: 870-888 Memorial Housing
- 4 Affiliate Housing: Grant/Cowperthwaite Housing
- 5 Switch House Affordable Housing
- 6 Hasty Pudding
- 7 Blackstone Station Renovations
- 8 Quadrangle Athletic Center
- 9 Radcliffe Gymnasium
- 10 Rockefeller Hall
- 11 22 - 24 Prescott Street
- 12 20 - 20A Prescott Street

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING

College campuses must provide environments that support the learning community and student services. Much of the planning program in Cambridge is focused on several key areas:

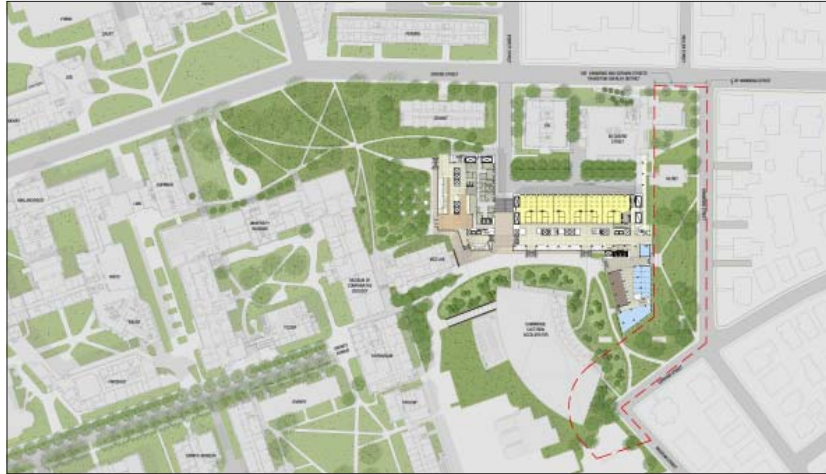
- Advancements in new fields of knowledge in the sciences;
- Improvements to academic and student life for undergraduate and professional schools;
- Provision of suitable housing for faculty, staff and students.

The University's projects in planning in Cambridge are being designed to address these needs. Physical planning is also being conducted within a framework of guiding principles. These principles include respect for the historic character of the University, sensitively scaled building massing, and a commitment to design excellence.

Project locations are identified on the map on the preceding page.

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



Landscape Plan



View from Gorham Street

Northwest Science Building (including Chilled Water Plant and Electric Substation)

Project Details

Programmatic Driver: Inter-disciplinary scientific teaching and research

Architect: SOM - San Francisco

Square Feet: 500,000 total new construction

220,000 SF above-ground

330,000 SF below-ground

Schedule: Begin construction in February 2005

Project Description

For many years, the majority of the North Campus has been a combination of surface parking lots and service buildings. Harvard's intention is to integrate this part of the campus into the existing campus system of open spaces and buildings. The planning for this campus development began with a community process resulting in the Hammond Street transition rezoning to reinforce shared objectives for this campus edge. The last five years has seen the construction of 60 Oxford Street at the corner of Hammond and Oxford Streets and the construction of an underground garage. The underground garage will consolidate most of the surface parking in that area underground, and will allow development to occur above it.

The Northwest Science Building will be built over a portion of the garage and represents an opportunity to begin to integrate this portion of the campus with the rest. The new building will house a variety of uses including office space, classrooms, seminar rooms, collection space, teaching laboratories, garage entrances, as well as a new chilled water plant and electrical substation. The laboratory space will not be dedicated to a particular science department. Instead, the flexible design of the proposed Northwest Science Building is intended to accommodate collaborative research and teaching efforts of researchers from many different disciplines such as neuroscience, bioengineering, astrophysics, particle physics, and biophysics.

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



Law School: Feasibility Study Projects

Project Details

Programmatic Driver: Inadequate and cramped existing academic facilities, especially student activities space

Architect: Robert A.M. Stern Architects

Total Square Feet: To be determined after space programming is complete

Schedule: Space programming began in summer 2004

Project Description

In 2002, Harvard Law School ("HLS") began a process to assess the potential of its current site to accommodate future space needs as well as to understand community and city issues regarding possible development. The feasibility study focused on four sites: Everett Street garage site; Bence site; 23 Everett Street; and North Hall. One of the findings of this process was that HLS's 20-25 year academic needs can be met in Cambridge by maximizing use of the Everett Street garage site. Development on this site will require demolition of the Everett Street garage and Wyeth Hall, construction of a new underground garage, and relocation of two historic wood frame houses. HLS determined that it can meet its academic needs in a way that enhances the built environment and addresses key community concerns:

- Massachusetts Avenue Corridor
- Traffic
- Parking
- Safety
- Community Retail
- Historic Resources and Quality Buildings
- Campus Edges
- Scale and Texture
- Pedestrian Pathways
- Open Space
- Image

Four Law School Feasibility Sites

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



Law School: Feasibility Study Projects (continued)

In August HLS chose Robert A.M. Stern Architects as the principal design firm to prepare a planning framework for the Law School campus and to provide the architectural design for the initial development on the Everett Street corner site. Currently, Robert A.M.Stern Architects is conducting space programming studies for the entire campus that will eventually lead to site and building design. During this planning process, HLS will be working with the community and city to shape an agreement on the overall development plan.

Everett Street Garage

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



View from Banks Street



Site Plan

Affiliate Housing: 870-888 Memorial Drive

Project Details

Programmatic Driver: Housing for graduate students, faculty, and staff
Architects: Kyu Sung Woo Architects (dormitory building); Elkus/Manfredi Architects (3 wood frame houses)

Square Feet: 140,652 new construction

Units: 181 (including community affordable units)

Buildings: 35'-65' dormitory building; 3 wood frame houses

Parking: 110 car garage in dormitory building and 10 surface spaces

Schedule: Construction start spring 2005; with phased completion fall 2006 through summer 2007

Project Description

At the 870-888 Memorial Drive site, Harvard proposes a housing development to serve Harvard graduate students, faculty, and staff and provide several units of community affordable housing. The proposed development will consist of a graduate student dormitory on the northern parcel designed by Kyu Sung Woo Architects and three wood-frame houses along the neighborhood edge of the southern parcel designed by Elkus/Manfredi Architects. A parking garage will be located under the dormitory building, accessed from Akron Street. Public open space will be created on a 34,000 square foot area of the southern parcel fronting on Memorial Drive.

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



View from Cowperthwaite Street



Site Plan

Affiliate Housing: Grant/Cowperthwaite Streets

Project Details

Programmatic Driver: Housing for graduate students, faculty, and staff

Architect: Elkus/Manfredi Architects

Square Feet: 131,265 SF

Units: 147

Buildings: Dormitory building; 7 wood-frame houses (and 2 existing houses will be re-located)

Parking: 190 car garage in dormitory building and 20 surface spaces

Schedule: Construction start spring 2005; with phased completion fall 2006 through summer 2007

Project Description

At the Grant/Cowperthwaite Streets site, Harvard proposes to develop an affiliated housing development providing 147 housing units to serve Harvard graduate students, faculty, and staff. The proposed development, designed by Elkus/Manfredi Architects, will consist of seven newly constructed wood-frame houses along Banks and Grant Streets and a larger dormitory building on Cowperthwaite Street. Two existing housing on Cowperthwaite Street will be relocated to Grant Street. A 190-car parking garage will be located under the larger dormitory building, accessed via Cowperthwaite Street.

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING

Community Housing: Switch House

Project Details

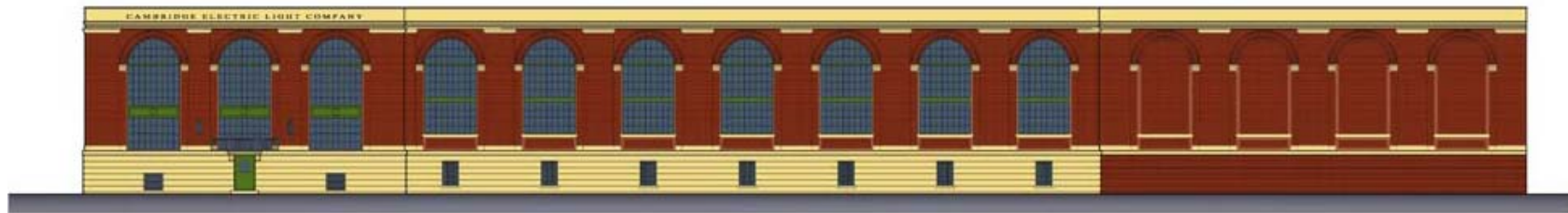
Address: 45 Blackstone Street and 219 Putnam Avenue

Architect: Mark Boyes-Watson

Schedule: Construction start autumn 2005; completion summer 2006

Project Description

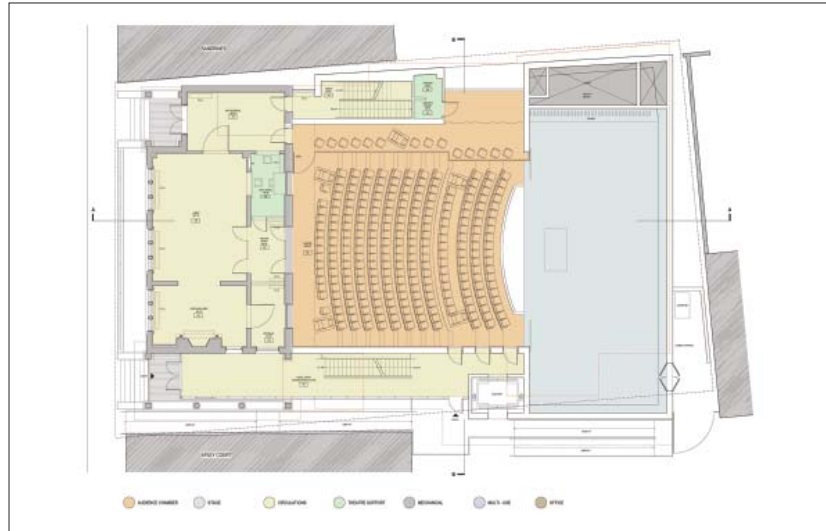
In accordance with a Letter of Commitment with the City of Cambridge, Harvard is planning to renovate the Switch House to develop 30-34 units of affordable home ownership. The units will accompany Harvard's successful completion of the Grant/Cowperthwaite and Memorial Drive affiliate housing projects.



View of Switch House from Blackstone Street

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING



First Floor Plan

Renovation: Hasty Pudding Building

Project Details

Programmatic Driver: Improvements to academic and student life

Architect: Leers Weinzapfel Associates

Total Square Feet: Existing 17,800 SF; proposed 35,300 SF

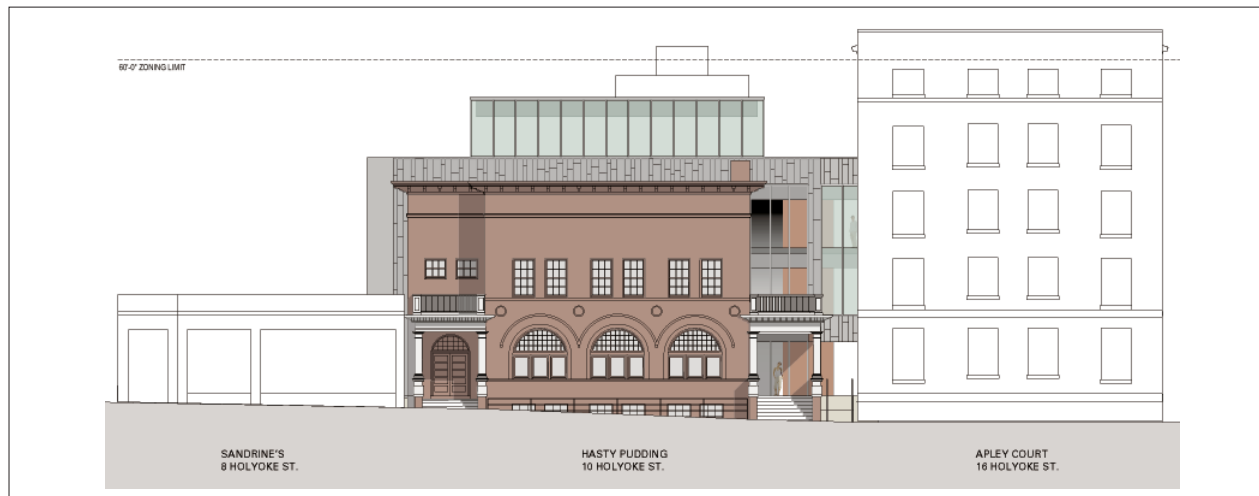
New: 29,575 SF

Renovation: 5,725 SF of existing space to be retained and restored

Schedule: Construction to begin June 2005

Project Description

Renovations are planned for 10-12 Holyoke Street, the long-time home of the Hasty Pudding Theatricals and other Harvard student organizations. The brick facade will be restored while the back two-thirds of the building, now in a serious state of disrepair, will be demolished and rebuilt as a 275-seat theater with rehearsal, theater support, and meeting space.



West Elevation

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING

Renovation: Blackstone Station

Project Details

Programmatic Driver: Consolidation of University Operations Services
Architect: Bruner Cott
Total Square Feet: 42,000 SF of renovated space
New: Net loss of approximately 5,000 SF
Schedule: Begin construction in March 2005

Project Description

Harvard University Operations Services plans to consolidate its operations in one location, by upgrading and retrofitting several buildings at Blackstone Station. The project is designed with environmental sustainability as a priority and includes a significant increase in the amount of landscaped areas on this site. Another important goal is to maintain and respect the historic envelopes of Blackstone's buildings, many of which were constructed in the early twentieth century and have received little capital investment in decades.



Blackstone Station

Interior Addition: Quadrangle Athletic Facility

Project Details

Programmatic Driver: Improvements to quality of student life
Architect: Bruner Cott
Square Feet: Renovation and new construction of 7,200 SF
Schedule: Begin construction in January 2005

Project Description

This project is an interior renovation converting a portion of the athletic facility from basketball courts to a dance facility. The project includes audience seating and a new dance floor. New square footage will be created by interflooring one of the existing basketball courts.



Quadrangle Athletic Facility

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING

Renovation: Radcliffe Gymnasium

Project Details

Programmatic Driver: Increase building's usefulness and improve life safety and accessibility

Architect: Bruner Cott

Square Feet: 18,752 SF

Schedule: Construction to begin in July 2005

Project Description

The Radcliffe Institute for Advanced Study is planning to undertake the renovation of this historic building. The renovated reconfiguration of the building will house a multi-purpose colloquia, a lecture, performance, and gathering space, administrative offices and support spaces.



Radcliffe Gymnasium

Renovation: Rockefeller Hall

Project Details

Programmatic Driver: Improve accessibility and update systems

Architect: TBD

Total Square Feet: TBD

Schedule: TBD

Project Description

The Harvard Divinity School is considering programmatic changes and improvements to the building.



Rockefeller Hall

II. FUTURE PLANS NARRATIVE

D. PROJECTS IN PLANNING

Renovation: 22-24 Prescott Street

Project Details

Programmatic Driver: Address deferred maintenance
Architect: Perry and Radford Architects
Square Feet: Entire building
Schedule: Construction to begin in July 2005

Project Description

Harvard Real Estate Services (“HRES”) is planning to undertake reconstruction of the stucco facades as well as masonry re-pointing, roof replacement, and interior improvements.



Existing Conditions - 22-24 Prescott Street

Maintenance: 20-20A Prescott Street

Project Details

Programmatic Driver: Address deferred maintenance
Architect: Perry and Radford Architects
Total Square Feet: None
Schedule: Project to begin in July 2005

Project Description

At the same time as the work is occurring at 22-24 Prescott Street, HRES is planning to replace the roof at 20-20A Prescott Street.



Existing Conditions - 20-20A Prescott Street

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV).

- Indicate how each project meets the programmatic goals of your institution discussed in Section II.
See description in table.
- Indicate how each project fits into the physical plans for the immediate campus area.
See Section II Future Plans Narrative, Planning Context
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).
See Section II Future Plans Narrative, Projects in Planning

III. LIST OF PROJECTS

Project List	
Completed Within the Past Year	Programmatic Goal
Palfrey House Relocation	Renovated for academic offices
Oxford Street Upgrade	Infrastructure Improvements
Divinity Avenue Utility Upgrade	Utility upgrade to provide new service to Biological Research Infrastructure Building
Gund Hall Basement	Improve academic facilities
Malkin Athletic Center Renovations	Renovation and redesign of interior spaces to add equipment and improve usability
Currently in Construction	
North Campus Underground Parking Garage	Relocation of surface parking to underground garage
Biological Research Infrastructure Building ("BRI")	Interdisciplinary research and teaching in the sciences
Center for Government & International Studies ("CGIS") and 96 Prescott Street	Two new buildings to house the Center for Government & International Studies
Schlesinger Library Renovation	Improve library facility
Laboratory for Integrated Science and Engineering ("LISE")	Interdisciplinary research and teaching in the sciences
90 Mount Auburn Street	Administrative offices for Harvard Libraries with first floor retail
Will Require City Permits or Approvals Within Three Years	
Northwest Science Building	To build a flexible science building
Law School Feasibility Study buildings	Replace inadequate and cramped existing academic facilities, especially student activities space; relocate parking underground
Grant/Cowperthwaite Housing	Fulfill University's goal to house 50% of graduate students
870-888 Memorial Drive	Fulfill University's goal to house 50% of graduate students
Switch House Affordable Housing	Provide community affordable housing
Blackstone Station Renovations	Allow consolidation of University Operations Services
Hasty Pudding	Restoration of façade, demolition and reconstruction of theater, and support space
Quadrangle Athletic Center ("QRAC")	Relocate dance program to QRAC from Radcliffe Yard
22-24 Prescott Street	Address deferred maintenance
20-20A Prescott Street	Address deferred maintenance
Rockefeller Hall	Improve accessibility and update systems
Radcliffe Gymnasium	Increase building's usefulness and improve safety and accessibility

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).

Map 4.1 shows Cambridge property owned by Harvard and Cambridge property leased by Harvard for institutional use.

2. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.

Map 4.2 shows Harvard-owned property leased to third parties.

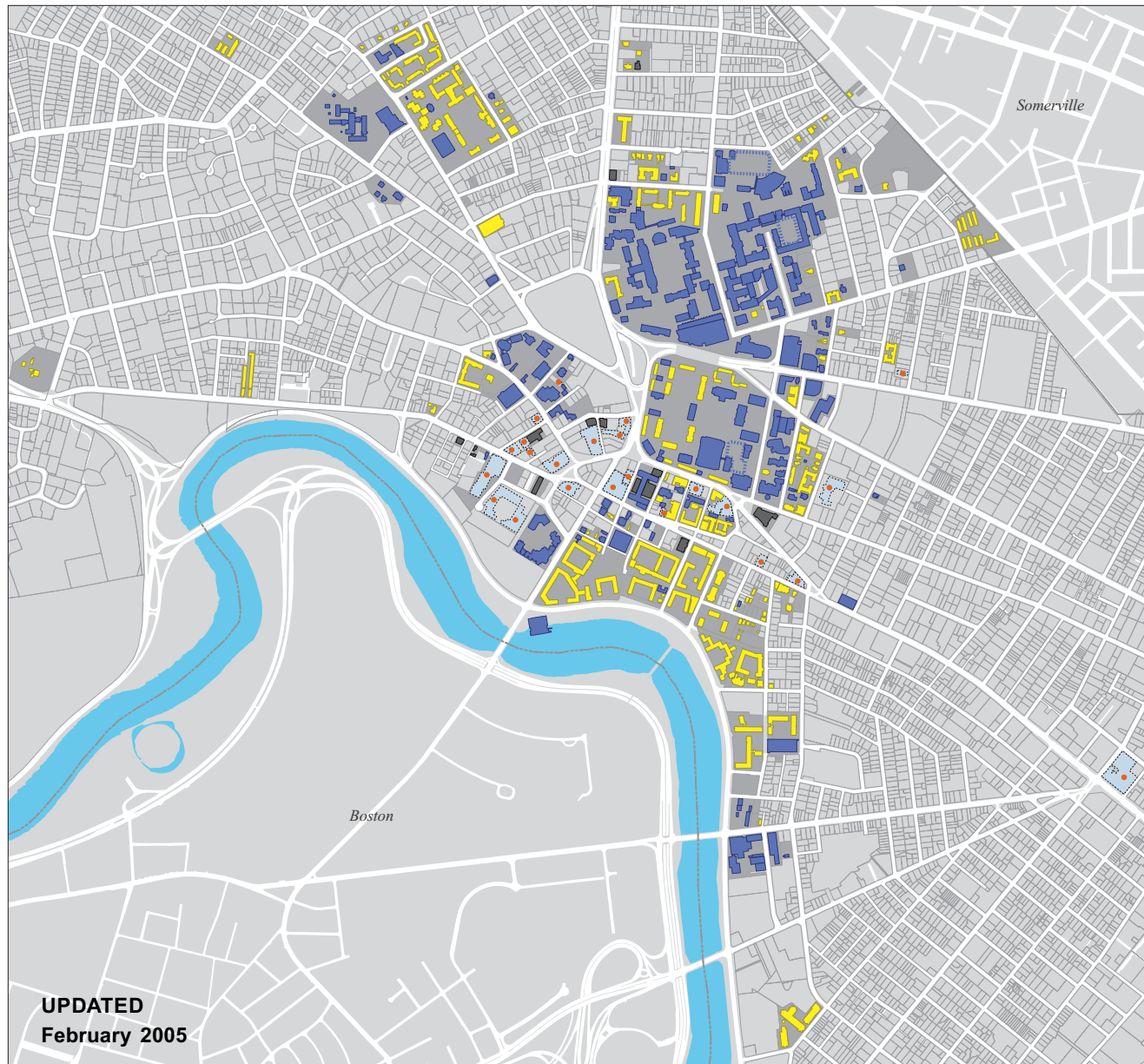
3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.

Map 4.3 shows the location of Harvard's development projects.

4. Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.

Future development projects are shown on page 23.

MAP 4.1 Real Estate Owned and Leased by Harvard for University Use



MAP 4.2 Real Estate Leased to a Third Party in Cambridge



Legend:

Buildings by Ownership Status and Use

- Leased to a 3rd Party ⁽¹⁾ - Commercial ⁽²⁾
- Leased to a 3rd Party ⁽¹⁾ - Other ⁽³⁾
- Harvard Owned - Other

Land Parcels

- Harvard Owned
- Non-Harvard Owned

Notes:

(1) Buildings may be leased in whole or in part. For locator purposes, entire buildings have been shaded.

(2) All buildings with commercial uses leased to a third party are owned by Harvard, except for the following buildings which are controlled by Harvard through lease agreements:

8 Holyoke Street
14 Story Street
65 Mount Auburn Street
124 Mount Auburn Street

(3) Includes the following building -

52-60 Mount Auburn Street -
leased to Harvard-Radcliffe
Hillel

This map does not highlight affiliate residential property. Affiliate residential is included in the "Harvard Owned-Residential" category on Map 1.

V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2003 Annual Report, you may so indicate in the appropriate space below.

- A. Results of surveys of commuting mode choice for faculty and/or staff and/or students.
- B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2003 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Harvard's Parking Transportation Demand Management ("PTDM") Plan submitted in 2003 provided the City of Cambridge with a baseline assessment of Harvard's current parking supply and how it is managing its vehicle trips through the TDM measures and strategies offered by the *CommuterChoice* Program. The PTDM Plan provides a menu of transportation services and cost-effective financial incentives. It describes Harvard's additional plans for making a reasonable effort to reduce its single occupancy vehicle ("SOV") rate from an already low of 27.4 percent to 24.7 percent or 10 percent. The Plan also identifies a variety of TDM measures Harvard will work toward implementing. These measures include:

- Upgrading substandard bicycle racks over time
- Incorporating new bike racks, showers, and lockers into major new development and significant renovation projects
- Implementing a pre-tax payroll deduction for monthly MBTA passes
- Indicating how many carpoolers are currently in the *CommuterChoice* Program and the locations of their parking spaces

- Implementing a creative carpool parking signage program that includes:
 - ~ Strategically placing sample signage for new carpool parking spaces in high volume and high demand parking spaces in highly visible areas;
 - ~ Signing parking spaces currently used by carpoolers and vanpoolers.
- Providing improved amenities, such as shelters and benches at bus stops bordering Harvard's Cambridge properties

Harvard University's *CommuterChoice* Program is committed to tracking and monitoring the various TDM programs it provides and is committed to improving its programs based on survey data and other program feedback. The surveys indicate that there has been little change in and among the various modes of travel to campus, and Harvard's SOV rate is relatively constant. For the results of surveys of commuting mode choice for faculty, staff, and students and for information on the point of origin of commuter trips to Cambridge, please refer to the University's annual PTDM monitoring report.

V. TRANSPORTATION DEMAND MANAGEMENT

To reduce the SOV further, Harvard has incorporated various new TDM measures into the existing Harvard sponsored commuter programs. The following is a list of current *CommuterChoice* Program offerings:

- Information on local transit options
- MBTA monthly pass subsidy and pre-tax savings
- Information on safe bicycle routes and general bicycle safety
- Carpool partner matching and carpool registration
- Discounted and preferential parking for carpools and vanpools
- Assistance with vanpool formation
- Discounted Zipcar™ membership information
- Emergency Ride Home Program for carpool participants
- Park and Ride information
- Assistance with transportation information as it relates to moving to the area or relocation
- Monthly Commuter Tips

Additional information on these program offerings is available on line at www.comuterchoice.harvard.edu.

Harvard University is the largest employer in the City of Cambridge, and it is a complex decentralized educational institution that is naturally geared toward flexible work and academic schedules. Therefore, it is a less intensive traffic generator than other traditional businesses. For example, fully one-third of Harvard's Cambridge-based employees are non-peak hour commuters. Non-peak commuters reduce traffic congestion by naturally spreading out all traffic impacts, including transit, vehicular, and pedestrian. In addition, the University announced a goal of reducing the number of commuting students by increasing the percentage of graduate students housed in on-campus facilities. Harvard currently houses slightly more than one-third of its graduate students but aspires to house one-half of its graduate students within ten years. The University believes this will further reduce transportation impacts. The programs and measures put forward in Harvard's PTDM Plan are extensive and when included with the University's promotion of a greener campus through the Harvard Green Campus Initiative clearly demonstrate that the University is acting responsibly to maintain and improve the quality of life within the City of Cambridge.

A copy of Harvard University's PTDM Plan is available by contacting Catherine Preston, City of Cambridge PTDM Planning Officer, at 617-349-4673 or cpreston@cambridgema.gov.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

HARVARD UNIVERSITY

1. Provide an update on planning and construction activities in the North Yard and Law School areas.

See Section II Future Plans Narrative: Projects in Planning – Northwest Science Building, Law School Feasibility Study Projects.

2. Provide an update on plans for the three special district areas created through the Riverside Zoning, including plans for institutional housing at 888 Memorial Drive and Banks Street and plans for the power plant and switch house on Blackstone Street.

As part of a larger rezoning process in the Riverside neighborhood, the Cambridge City Council unanimously adopted new zoning for three Harvard University-owned properties: the Grant/Cowperthwaite Street area, 870-888 Memorial Drive, and Blackstone Station. The incentive zoning is coupled with an agreement in which Harvard commits to providing community benefits when it develops University housing at these sites. Some of the specific community benefits associated with these projects include the public open space at Memorial Drive and the provision of community affordable housing. Since January 2003 Harvard has been working with the Riverside Oversight Committee, a body established by the City Council to ensure that the Riverside agreement is properly implemented. Harvard University has recently secured the Planning Board special permits, consistent with the incentive zoning provisions and the agreement for residential developments at the first two of these sites.

For more details about the affordable housing at the Switch House and plans for the Blackstone Station, please see Section II Future Plans Narrative: Projects in Planning.

3. Provide an update on planned construction and changes in program for property at the Radcliffe Quadrangle and at the Observatory.

Hilles Library Re-Use: *Recognizing the continuing decline in the usage of Hilles Library, whose holdings essentially duplicate those of Lamont, Harvard Libraries decided to convert Hilles from a full-service undergraduate library to a single-floor “Quad” library. The converted Hilles will offer extensive computer connectivity (wired and wireless), access to course reserves, excellent study spaces, and a modified collection of books and journals. The remaining space will be used for student activities, though the specifics are currently under study.*

Quadrangle Housing: *As the University progresses in planning for Harvard’s future in Allston, a large number of academic and other programmatic options are being considered. One option the University is exploring includes the construction of undergraduate housing in Allston and the conversion of the Quadrangle to graduate student housing. In the coming year, this and many other ideas and perspectives will be cooperatively discussed with our Cambridge and Allston neighbors, key University groups, and city and state officials before a physical framework to guide future plans is developed.*

Observatory: *The Faculty of Arts and Sciences is considering options to relieve crowded conditions at the Observatory.*

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

HARVARD UNIVERSITY (continued)

4. Provide an update on any anticipated change in the quantity of space leased to commercial tenants (retail and office), with particular attention paid to any ground floor retail activity currently accessible to the public.

In the next year, Harvard will be completing 90 Mt. Auburn Street which plans to have a retail tenant on the ground floor occupying approximately 1,000 SF. With regard to Harvard's other retail properties in Harvard Square, Harvard endeavors to maintain full occupancy and will, when vacancies, occur strive to tenant these properties with uses that are compatible with and supportive of the vibrant Harvard Square retail environment. In general, the University has a policy of not leasing to national retail chains.

5. Provide an update on planned construction and changes in program for property in the block between Prescott and Ware Streets.

No changes in program are anticipated in any buildings on this block. Harvard Real Estate Services ("HRES") is planning to undertake capital improvements to several of its existing affiliated housing facilities located on this block. In the near term, at 22-24 Prescott Street, HRES is planning to undertake reconstruction of the stucco facades as well as masonry re-pointing, roof replacement, and interior improvements. HRES will simultaneously be replacing the roof at 20-20A Prescott Street. Within the next five to ten years, HRES is planning for masonry re-pointing and overall envelope repairs at 9-13 Ware Street and 472-474 Broadway.

6. Provide an update of the plans for Allston as they affect the Cambridge campus.

See Section II Future Plans Narrative: Planning Opportunities.